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**HIGH PERFORMANCE WORK SYSTEM-PERFORMANCE
NEXUS IN NIGERIAN SMEs: A MODERATED MEDIATION
STUDY**



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ABSTRACT

Existing empirical evidence identifies research issues on the dwindling performance of Nigerian SMEs, the existence of vague processes (black box) between organizational inputs (high performance work system [HPWS]) and organizational output (organizational performance), inconsistent HPWS configuration, and the contingency theory's supposition that the context within which organizations operate matters most. In addressing these issues, this moderated mediation study, which was underpinned by the contingency theory and RBV, investigated the effect of HPWS on Nigerian SMEs' performance with the integration of the mediating role of employee creativity and the moderating role of management philosophy in the HPWS-SME performance nexus. Using the cross-sectional research approach, data were collected from a sample of 518 SME managers in Nigeria. The Partial Least Squares Method (PLS) algorithm and the bootstrapping technique were used to test the study's hypotheses. The results provided support for nine out of the twelve hypotheses. The overall findings signified a positive effect of HPWS on SME financial and non-financial performance. The results also indicated that HPWS positively influenced performance through employee creativity, and management philosophy was found to interact with employee creativity in enhancing performance. Going by these results, it can be asserted that this moderated mediation research has widened the scope of the extant business theories and facilitated response to the "when", "how" and "why" questions on the relationship between HPWS and organizational performance. Also, HPWS in the Nigerian SMEs is not enough to stimulate high performance until it induces employee creativity, and organizational performance hinges on the effective alignment of managerial attitudes and philosophies with HPWS. Thus, SME managers and other stakeholders need to entrench HPWS that is employee-oriented. Lastly, the implications, limitations and suggestions for future research were discussed.

Keywords: SME performance, HPWS, HRM, management philosophy, employee creativity, moderated mediation

ABSTRAK

Bukti empirikal yang sedia ada mengenal pasti isu-isu penyelidikan tentang prestasi PKS di Nigeria, kewujudan proses yang tidak jelas (kotak hitam) antara input organisasi (Sistem Kerja Berprestasi Tinggi [HPWS]) dan output organisasi (prestasi), konfigurasi HPWS yang tidak konsisten, dan teori kontingensi yang mengenengahkan konteks fungsi organisasi adalah yang paling penting. Dalam menangani isu-isu ini, kajian pengantaraan penyederhanaan telah digunakan dan disokong oleh teori kontingensi dan RBV, serta mengkaji kesan HPWS ke atas prestasi SME di Nigeria dengan mengambil kira peranan pengantaraan kreativiti pekerja dan peranan pengantaraan falsafah pengurusan terhadap prestasi HPWS-PKS. Melalui pendekatan penyelidikan keratan rentas, data dikumpulkan daripada 518 orang pengurus yang terlibat dalam sektor SME di Nigeria. Kaedah algoritma *Partial Least Squares Method* (PLS) dan teknik *bootstrapping* digunakan untuk menguji hipotesis kajian. Hasil kajian menunjukkan bahawa sembilan daripada dua belas hipotesis adalah diterima. Penemuan keseluruhan menunjukkan kesan positif HPWS terhadap prestasi kewangan dan bukan kewangan SME. Keputusan kajian juga menunjukkan bahawa HPWS mempengaruhi prestasi secara positif melalui kreativiti pekerja, dan falsafah pengurusan didapati berinteraksi dengan kreativiti pekerja dalam meningkatkan prestasi. Melalui penemuan kajian ini, dapat ditegaskan bahawa penyelidikan pengantaraan penyederhanaan telah meluaskan skop teori perniagaan sedia ada dan memudahkan maklum balas persoalan "bila", "bagaimana" dan "mengapa" tentang hubungan antara HPWS dan prestasi organisasi. Selain itu, HPWS dalam sektor SME di Nigeria adalah tidak mencukupi untuk merangsang prestasi yang tinggi sehingga ia mendorong kreativiti pekerja, dan prestasi organisasi bergantung kepada penajajaran yang berkesan antara sikap dan falsafah pengurusan dengan HPWS. Oleh itu, pengurus SME dan pihak berkepentingan yang lain perlu mengukuhkan HPWS yang berorientasikan pekerja. Akhir sekali, implikasi, batasan dan cadangan untuk penyelidikan pada masa hadapan turut dibincangkan.

Kata kunci: prestasi PKS, HPWS, HRM, falsafah pengurusan, kreativiti pekerja, pengantaraan sederhana

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LIST OF ABBREVIATIONS

SMEs	Small and Medium-sized Enterprises
ADB	Asian Development Bank
SMEDAN	Small and Medium Enterprises Development Agency of Nigeria
HPWS	High Performance Work System
GDP	Gross Domestic Product
GNP	Gross National Product
SHRM	Strategic human resource management
HRM	Human resource management
OECD	Organization for Economic Cooperation and Development



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CHAPTER ONE

INTRODUCTION

1.1 Introduction

This chapter is a concise sketch of the study, and it included nine subsections. The first subsection was an introduction to the chapter. The second subsection discussed the background of the study while the third subsection focused on problem statement. Research questions and research objectives made up the fourth and fifth subsections respectively. Scope of the study was expounded to form subsection six, and significance of the study was explicated in subsection seven. Then, definitions of the key terms were provided in the eighth subsection, and arrangement of thesis was presented to conclude the chapter.

1.2 Background of the study

This study is a moderated-mediation study with the aim to investigate the effect of High Performance Work System (HPWS) on Nigerian Small and Medium Enterprise (SME) performance, highlighting both mediating effect of employee creativity and moderating effect of management philosophy on HPWS-performance nexus. A strategic human resource management (SHRM)-based theoretical framework was proposed to explain the contributory role played by human resource management (HRM) in enhancing optimal performance of Nigerian SMEs, hoping that the cogs in the wheel of Nigerian SME performance will be removed, and consequently the economic development capacities at the organizational and national levels will be driven forward.

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APPENDICES

Appendix A: Questionnaire



UUM
Universiti Utara Malaysia

School of Business Management

Universiti Utara Malaysia

06010, Sintok, Kedah

Malaysia.

Dear Sir/Madam,

You are receiving this survey as part of a PhD research on High Performance Work System-SMEs' performance Nexus. The aim of this study is to determine the effects of the selected HR practices on Nigerian SMEs' performance in Nigeria. The information you provide will lead to the achievement of objectives of this research.

The survey is divided into five (5) sections. There are no rights or wrong answers. It will be highly appreciated if you honestly respond to all the questions in the sections, and return it to the assigned survey enumerator. Your responses will help in the data analysis section of this research.

If you have any inquiry about this survey, please feel free to contact Mr. Odekunle Taofeek on:

+2348056041562 or taodek1429@gmail.com

Thank you for your anticipated cooperation.

Best Regards,

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SECTION 1: GENERAL INFORMATION ON THE RESPONDENTS AND THE COMPANY

Please tick the option that best describes you and your firm

1. Which of the following best describes your position in the company? ☐ Executive Director; ☐ HR Manager; ☐ Marketing Manager; ☐ Others (specify): _____
2. Kindly tick the industry to which your firm belongs? ☐ Agriculture; ☐ Food products & Beverages; ☐ Business Services; ☐ Construction & Building Materials; ☐ Logistics & Packaging; ☐ Oil, Energy, Solar, Greentech; ☐ Computer Software Engineering; ☐ Financial Services; ☐ Manufacturing; ☐ Information Technology, Services, IT, Telecommunications, Wireless & Mobile; ☐ Mechanical & Industrial Engineering; ☐ Medical Practice & Equipment; ☐ Other (Please specify) _____
3. How long has your firm been in operation in Nigeria? ☐ years.
4. Which of the following describes the type of your company ownership? ☐ Sole proprietorship; ☐ Partnership; ☐ Private Limited Liability Company; ☐ Cooperative; ☐ Faith-Based Organization; ☐ others (specify): _____
5. What is the total number of employees in your company? ☐ 10 - 100 employees ☐ 101 – 150 employees ☐ 151 – 200 employees.

6. Which category best approximates the percentage of your total annual operating expenses accounted for by labor costs in your firm? (Please circle one category).
(a) 5% - 25% (b) 26-50% (c) 51-75% (d) >75%.

SECTION 2: HIGH PERFORMANCE WORK SYSTEM

Please tick one option that best describes HR practices your firm

Options: 1=Strongly Disagree; 2=Disagree; 3=Neutral; 4=Agree; 5=Strongly Agree

S/N	Statement	1	2	3	4	5
Selective Hiring						
1.	Our firm's recruitment emphasizes traits and abilities required for creativity.					
2.	Our firm's recruitment emphasizes job-specific traits and abilities.					
3.	Our firm gives preference to candidates' potential to learn and develop new skills.					
4.	Our firm selects the best all-around candidates					
Job Autonomy/Design						
5.	In our firm, employees have plenty opportunities to decide how to do their work.					
6.	If a problem emerges in our firm, employees can take action to remedy it.					
7.	In our firm, employees have no opportunity to use their own judgment when doing their work.					
Non-Financial Rewards and Pay-For-Performance						
8.	In our firm, employees are rewarded with non-monetary reward for creative ideas.					
9.	In our firm, employees are rewarded with public recognition for creative ideas.					

10.	In our firm, employees are rewarded partially based on individual merit or performance.				
11.	In our firm, pay for performance is adopted in order to attract and retain employees.				
Performance Appraisal					
12.	In our firm, employees receive developmental performance appraisal.				
13.	In our firm, performance appraisal is very much focused on the accomplishment of results.				
14.	In our firm, employees receive developmental feedback for their creative ideas.				
Employee Participation and Communication					
15.	In our firm, there are programs designed to encourage employee participation and input.				
16.	In our firm, employees are often asked by their supervisors to participate in decision making.				
17.	In our firm, there are mechanisms to encourage employees to suggest improvements in the way things are done.				
18.	In our firm, employees are not provided with relevant financial performance information.				
19.	In our firm, employees are provided with relevant strategic information.				
Training and Development					
20.	In our firm, employees do receive training on general skills that are not necessarily related directly to their jobs.				
21.	In our firm, employees are trained on a variety of job skills.				
22.	In our firm, employees receive training on problem solving techniques.				

23.	In our firm, employees receive training on creativity.					
24.	During the induction, creative approach to problem-solving is emphasized in our firm.					
Succession Planning						
25.	In our firm, procedure used to determine employees' promotions is fair.					
26.	In our firm, considering an employee for a vacant in-house job position is done fairly and based on qualification.					
27.	In our firm, promotion usually depends on how well an employee performs in his/her job.					
28.	In our firm, the supervisors do provide reasonable, timely and respectful information on all promotion opportunities available.					
29.	In our firm, the supervisors do not treat the employees with honesty, respect and dignity during promotion opportunity.					

SECTION 3: EMPLOYEE CREATIVITY

Please tick one option that best describes employee creativity in your firm

Options: 1=Strongly Disagree; 2=Disagree; 3=Neutral; 4=Agree; 5=Strongly Agree

S/N	Statement	1	2	3	4	5
Employee Creativity						
1.	Workers in our firm accomplish their works in innovative ways.					
2.	Workers in our firm accomplish their tasks in ways that are resourceful.					
3.	Workers in our firm do come up with new ideas in their work.					

4.	Workers in our firm do generate and evaluate multiple alternatives for novel work-related problems.					
5.	Workers in our firm have fresh perspectives on old problems.					
6.	Workers in our firm do improvise methods for solving a problem when solution is not available yet.					
7.	Workers in our firm do generate creative work-related ideas.					

SECTION 4: MANAGEMENT PHILOSOPHY

Please tick one option that best describes management values in your firm

Options: 1=Strongly Disagree; 2=Disagree; 3=Neutral; 4=Agree; 5=Strongly Agree

S/N	Statement	1	2	3	4	5
	Management Philosophy					
1.	Our firm has a clear strategic mission that is well communicated and understood by the employee in the firm.					
2.	Management in our firm views employees as a strategic resource.					
3.	In our firm, employee wellbeing supersedes other administrative functions?					
4.	Management, in our firm, does not view its employees primarily as a cost of doing business.					
5.	Management looks outside the firm (e.g. what competitors are doing) to identify people management trends and future needs.					

SECTION 5: SMEs PERFORMANCE

This section is about the performance of your company. Please circle the most appropriate number for each statement. Relative to the industry average, how do you rate your company's current performance in the following areas?

Options: 1=Very Weak; 2=Weak; 3=Not Sure; 4=Strong; 5=Very Strong

S/N	Statement	1	2	3	4	5
Financial Performance						
1.	In terms of profitability.					
2.	In terms of financial strength.					
3.	In terms of operating efficiency.					
4.	In terms of performance stability.					
5.	In terms of ability to raise capital.					
6.	In terms of level of indebtedness.					
Non-Financial Performance						
7.	In terms of public image and goodwill.					
8.	In terms of employees' morale.					
9.	In terms of adaptability.					
10.	In terms of innovativeness.					
11.	In terms of customers patronage.					
12.	In terms of growth rate of number of employees.					

Please give your feedback or comments, it will be used to improve this survey:

THANK YOU

Appendix B: Literature Review Summary

S/N	Author(s)	HPWS Measures	Performance Measures	Country/Industry	Mediator/Moderator	Major Findings
1.	Raineri (2016)	Personnel selection, performance evaluation and training, job descriptions, compensation & incentives, and empowerment practices	Business Unit Results	216 business units at 134 firms operating in Chile	collective affective commitment; human capital	Partial mediating roles of collective affective Commitment and human capital in the nexuses between HPWS and Firm performance. So, The partial mediation effects observed suggests that additional mechanisms contributing to the HPWS–performance relationship should be explored.
2.	Fu et al. (2015)	selection, training and development, performance management, compensation, information sharing and participation, and mentoring	Employees' ability to impact organizational efficiency, and employees' ability to impact organizational innovation	120 Irish accounting firms	employees' innovative work behaviors	Employees' innovative work behaviors mediates the relationship between HPWS and two types of professional service firms (PSF)s' innovation performance.
3.	Muduli (2015)	job security, selective hiring, autonomous teams and the decentralization of	Profit Maximization, Market Leadership, and	Power based company in India	HRD Climate	HPWS influences organizational performance through HRD Climate based on openness,

		decision making, comparatively high salary depending on performance, extensive training, and participation	Improved Productivity			confrontation, trust, authenticity, pro-action, autonomy, collaboration, and experimentation.
4.	Zhang & Morris (2014)	internal merit-based promotion, employment security, rigorous selection procedures, grievance/communication procedures, extensive training, information sharing, participatory mechanisms, performance-management systems, performance-related pay, selfmanaged teams and profit-sharing	effectiveness, efficiency, development, innovation, competitiveness, quality of product, satisfaction of customers or clients, public image and good will, revenue growth, market share, profitability, return on assets and return on sales	168 firms of six ownership types and in various business sectors operating in China.	Employee outcomes [Size, Age, Ownership and Business Sector as moderators]	Organizational performance is positively predicted by HPWS and employee outcomes, and employee outcomes positively mediate the relationship between HPWS and organizational performance.
5.	Demirbag et al. (2014)	Employee training, Competence-based performance Appraisal, Performance-based compensation,	Employee skills and education, Employee Effectiveness, and	148 MNE subsidiaries operating in Turkey	-	usage of HPWS has a significant positive impact on employee effectiveness. However, their impact on employee skills and

		Merit-based promotion, Internal communication & Employee empowerment, and HRM-strategy fit	Organizational financial performance			development, and organizational financial performance are far less clear
6.	Jiang & Liub (2015)	Staffing, Self-managed teams, Decentralized decision making, Training, Flexible job assignment, Open communication, and Compensation	Knowledge transfer Favorable Interpersonal, and organizational innovation	-	Social Capital	Significant relationship among the variables
7.	Heffernan 2012	Recruitment and selection, Training and development, Performance management, remuneration, Communication and involvement, and Work life balance succession planning.	Employee outcomes, HR performance, Innovation, Organizational performance, Absenteeism, and turnover.	Firms of different size in Ireland	Organizational Justice, Business strategy	distributive, procedural and interactional justice perceptions of HPWS impact employee attitudes and behavioral outcomes; organizational justice positively mediates the link between HPWS and employee outcomes.
8.	Heffernan, Harney, Cafferkey &	Employee resourcing, Training & Development,	Organizational performance, HR	Survey of 169 top 2,000 performing	Creativity climate	The findings indicate a significant positive relationship exists

	Dundon (2009)	Performance Management, Compensation, Communication & Involvement, and Family friendly policies	performance, Employee performance, and Innovation	firms in Ireland – multi-industry		between HRM systems, creativity climate and organizational performance outcomes. One HRM practice in particular; communication and involvement was found to be particularly significant in creating a climate of creativity.
9.	Subramony, Krause, Norton & Burns (2008)	HRM practices	Financial performance, Labor productivity, Customer satisfaction.	126 large publicly traded U.S. organizations over 3 years	-	Significant relationship among the variables
10.	García-Chas, Neira-Fontela & Castro-Casal (2014)	selective staffing, extensive training, internal mobility, employment security, job description, result-oriented appraisal, incentive reward and participation practices	intention to leave	19 different companies and industries in Spain	job satisfaction, procedural justice and intrinsic motivation	Significant positive nexus exists between HWS and intention to leave, with mediating role of job satisfaction. Procedural justice and intrinsic motivation mediate the relationship between HPWS and job satisfaction.
11.	Ko et al. (2013)	Work Practices & Job Satisfaction	Organizational Performance	Selected Private firms in US	Management support as moderator	Significant relationship among the variables.
12.	Vermeeren et al. (2014)	training and development,	employee, organizational	-	Employee satisfaction	Employee satisfaction mediates the relationship

		performance related pay, team- work, job design, and autonomy	and financial outcomes in			between selected HPWPs and organizational performance.
13.	Tsai (2006)	personality test; competency test; formal off-the-job training for most employees; profit-related payment; employee share-ownership scheme; group performance-related pay; profit sharing; team working for most employees; and guaranteed job security	perceived financial performance and perceived non-financial performance	38 Taiwan's semiconductor design industry	-	Significant relationship among the variables.
14.	Evans & Davis (2005)	Staffing, Self-managed teams, Decentralized decision making, Training Flexible job assignments, Open communication, and Compensation	financial performance & sustainable performance		Internal social structure	Significant relationship among the variables
15.	Budhwar & Patel (2015)	Selected HPWS	Branch-level innovation and	56 Vietnamese service firms	Climates for initiatives,	relationship between HPWS execution and employee

			branch-level market performance		psychological safety, employee creativity [environmental uncertainty as moderator])	creativity is mediated by climates for initiative and psychological safety. Also, employee creativity partially mediated the relationship between HPWS execution and branch-level innovation. and, the relationship between branch-level innovation and branch market performance was seen to be moderated by environmental uncertainty.
16.	Lertxundi & Landeta (2011)	Training, selection, compensation, participation, communication, and teamwork	employee productivity (sales per employee), and financial results	subsidiaries of Spanish multinational enterprises (MNEs),	Cultural context as moderator	Cultural context moderates the nexus between HPWS and firm performance.
17.	Chang & Chen (2011)	employment security, selective staffing, comprehensive training, reduced status differentiation, and competitive compensation & benefits	Employee performance	97 hair salon shop owners and 284 hairdressers	employee affective commitment and human capital	Both mediators mediate between HPWS and performance.
18.	Zhang et al. (2013)	recruitment, training, compensation, employee participation and job	work-related well-being	207 clinicians (medical practitioners and nurses) and	Economic exchange and social exchange as moderator	HPWS may lead to work related wellbeing.

		security		administration staff in six Chinese hospitals		The economic exchange perception increases the possibility that HPWS leads to employees' emotional exhaustion, while the social exchange
19.	Munjuri (2011)	Selected HRM practices	Employee performance	Selected Kenya's Public Sector	-	Significant nexus
20.	Razouk (2011)	appraisal linked with performance, appraisal linked with training, appraisal linked with promotion, individual wage increases, profit-sharing, information on the formation, information on the strategy, information on the economic situation, information on the employment evolution, discussion of information, collective discussion,	social climate for the social performance, innovation for the organizational performance and profitability for the economic performance.	275 French SMEs	-	Significant nexuses

		quality action, and group of quality.				
21.	Martí'n-Tapiaa Corraea & Guthrieb (2011)	staffing, training, compensation, performance management, communication, and participation	Export performance	145 exporting firms in Spain's food processing sector	Environmental uncertainty	There is a direct positive effect for HPWS on export performance, with the effect moderated by perceived environmental uncertainty
22.	Cooke et al. (2016)	Reward, training and development, performance appraisal, and employee participation	Employee engagement	2040 employees in the Chinese banking industry	Employee resilience	HPWS can be used as a job resource to positively affect resilience and subsequently employee engagement.
23.	Qiao, Khilji & Wang (2009)	Performance appraisal	organizational commitment	6 manufacturing firms in 2 Chinese cities	-	Significance relationship
24.	Bartram et al. (2014)	selective hiring, extensive training, self-managed teams and decentralized decision-making, information sharing, transformational leadership, and high-quality work	Quality patient care	254 health professionals from a large regional hospital in Australia	Psychological empowerment, Social identity	Significant nexuses
25.	Guthrie et al. (2009)	Hiring, compensation,	Human resource outcomes &	Representatives of the multi-industry	-	Significant relationships

		communication, and training	Organizational outcomes	set of Irish-based operations listed in the Irish Times Top 1000 Companies & Ireland's Top 1000 Companies.		
26.	Chow (2012)	Internal recruitment/promotion; training budget as a percentage of total payroll; quantitative performance appraisal standard; performance evaluation linked to compensation, training opportunity and promotion; pay incentives tied to job performance; internal equity in compensation; competitive pay package in the job market; employment security; and using communication networks and reporting for	Productivity, quality of products or services, research and development capability and market shares	243 Hong Kong and Taiwanese firms operating in Guangdong, China	HR implementation and organizational culture	HR implementation and organizational culture mediate the HR–performance relationship.

		information sharing.				
27.	Sheik et al. (2014)	training and development, performance related pay, team- work, job design, and autonomy	employee, organizational and financial outcomes	Selected firms in Bahawalpur's private sectors	Employee satisfaction	Significant relationships
28.		Staffing, compensation, employment security, flexible job assignments, self-directed teams, training, and communication.	Firm operational performance	965 Spanish manufacturing firms	Technological intensity	Technological Intensity moderates the nexus between HPWS and performance.
29.	Erabas et al. (2014)	Performance appraisal influence	Employee performance	Selected Turkish private firms	-	Significant nexuses
30.	Zhang & Li (2009)	Extensive training, participation, detailed job definition, result-oriented performance appraisal, internal career opportunities, and profit sharing	Total sales, sales growth, market share, competitive position, and overall performance	650 firms from the list of about 1,400 firms within the pharmaceutical industry of China	Innovation strategy	Positive effect of the HRM index on firm's performance was influence by innovation strategy in negative direction.
31.		staffing, compensation, flexible job	Firm performance	183 Spanish companies.	-	Significant nexus

		assignments and training.				
32.	Ji et al. (2012)	C-HRM	Firm performance	61 firms in China's insurance industry	Product diversification as moderator	C-HRM has a significant and positive effect on firm performance. with moderating effect of product diversification
33.	Kehoe & Wright (2013)	Selected HR practices	Employee's Attitudes & Behavior	-	Affective organizational commitment	Significant Nexus with moderating role of affective organizational commitment
34.	Ferguson & Reio Jr. (2010)	e human resource inputs (e.g. motivation, employee skill) and human resource processes/practices (e.g. training and development; profit sharing.	job performance and firm performance	350 business professionals (91 per cent managers; 9 per cent consultants) from a mid-western US professional organization	-	both the human resource inputs and process/practice variables explained statistically significant variance in job and firm performance.
35.	Gritti & Leoni (2012)	high performance work practices (HPWPs) and industrial relations (IR)	firm propensity for product and process innovation			Significant Nexuses
36.	Shih, Chiang, & Hsu (2006)	Job infrastructure and Job security	perceived financial performances and perceived HR effectiveness	Publicly listed companies in Taiwan, as well as multinational companies' branch offices in Taiwan		Significant Nexuses among the variables.

37.	Zhu & Bao (2015)	Training, employee participation, job analysis, performance evaluation, employee Development, and profit sharing.	rate of return on assets, rate of sales profit, level of profit, rate of asset growth and staff morale, total sales, sales growth, market share, competitive position and overall performance	224 employees of Chinese service industry	Innovation	The impacts of high-performance HRM on firm performance are significant. Moreover, innovation plays a partial mediating role between them
38.	Mao, Song, & Han (2013)	Employee perspectives of high-performance work systems	Job satisfaction and affective commitment	370 employees in the Chinese manufacturing industry during 2010	breadth of behavioral script, level of autonomy, and skill variety	employee perspectives of high-performance work systems have a positive effect on both job satisfaction and affective commitment; and breadth of behavioral script and level of autonomy mediate the relationship, but skill variety did not mediate the relationship.
39.	Guthrie (2001)	Selected HPWS	Firm productivity & Employee retention	A multi-industry sample of 164 New Zealand firms	-	Significant Nexuses among the variables

40.	Guest, Michie, Conway & Sheehan (2003)	Selected HPWS	Labor turnover, Labor productivity & Profitability (profit per employee)	A multi industry sample of 366 UK companies.	-	Significant Nexuses among the variables.
41.	Flood, Guthrie, Liu & MacCurtain (2005)	Selected HPWS	Labor productivity, Employee retention, Sales growth, & New product innovation	Survey of 165 Irish business organizations	-	Significant Nexuses among the variables.
42.	Combs, Liu, Hall, & Ketchen (2006)	incentive compensation, training, compensation level participation, selectivity, internal promotion, HR planning, Flexible work, performance appraisal, grievance procedures, teams, information sharing, and employment security.	Operational performance, accounting returns, growth, market returns, financial performance	-	-	Significant Nexuses among the variables

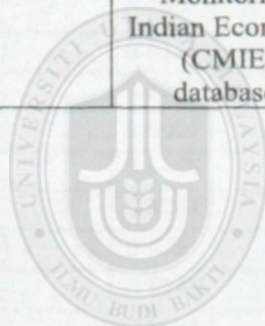
43.	Kok & Hartog (2006)	staffing, performance based pay, pay level, job rotation, training and participation	labor productivity, the innovativeness of an organization and voluntary labor turnover	2000 Dutch SMEs	-	Relationships exist among the variables, except between HPWS and voluntary labor turnover.
44.	Seidu (2011)	Extensive service Training, information sharing, self-management service teams and participation, compensation based on service quality, job design for quality work, service-quality-based performance appraisal, Internal service, and service discretion.	Service OCB, service quality, & Task performance	Psychological Empowerment, Perceived Organizational Support	37 bank branches from two large banks operating in Ghana.	Both mediators mediated the relationship between HPWS and OCB, service quality and task performance.
45.	Martinaityte (2014)	Selective hiring, training, performance appraisal, reward, employee participation & communication, job	Branch financial performance	53 branches of two international retail companies in Lithuania.	Climate for creativity, unit creativity [environmental dynamism as moderator	climate for creativity mediated the branch HPWS for creativity and branch creativity relationship, but creativity was unrelated to branch profit. Environmental dynamism

		design, and playfulness at work				moderated the branch creativity and profit relationship but not as predicted. Specifically, the relationship between creativity and profit became less negative when environmental dynamism was high but not low.
46.	Seidu (2011)	Service training, information sharing, interdepartmental service, teams and participation, Service discretion, performance appraisal, pay, and job design for quality work,	Marketing, sales growth, profitability, market share	Collective human Capital, Competitive advantage	37 bank branches from two large banks operating in Ghana	Both collective human capital and competitive advantage mediated the relationship between HPWS and branch market performance.
47.	Martinaityte (2014)	Selective hiring, training, performance appraisal, reward, employee participation & communication, job design, and playfulness at work	Employee creativity	53 branches of two international retail companies in Lithuania	Need Satisfaction, intrinsic motivation, creative process engagement	HPWS related to need satisfaction, but perceived HPWS did not mediate the relationship between branch HPWS and need satisfaction. Need satisfaction related to intrinsic motivation and creative process engagement

						and intrinsic motivation fully mediated the relationship between need satisfaction and creative process engagement. Need satisfaction fully mediated the relationship between perceived HPWS and creative process engagement but, only partially mediated the perceived HPWS-intrinsic motivation relationship.
48.	Bae & Lawler (2000)	HRM values, Differentiation, Speed	market-oriented performance and organizational system performance.	138 subsidiaries of MNCs and local firms operating in Korea.	High involvement HRM strategy involving Extensive training, empowerment, highly selective staffing, performance-based pay, and broad job Design.	Firms with high scores on valuing HRM and people as a source of competitive advantage were more likely to have high-involvement HRM strategies. These variables also had positive effects on firm performance. In addition, firms with high-involvement HRM strategies had better performance.
49.	Alfes et al. (2013)	Perceived HR practices &	Employee Task Performance	-	Employee engagement	Employee engagement mediated the relationship.

		perceived line manager behavior				
50.	Choi, & Lee, (2013)	off-the-job training, on-the-job training, mentoring, flexible job assignment, career development plans, quality circles, project teams, and suggestion systems.	return on assets (ROA) and job satisfaction.	245 Korean firms	employee job satisfaction [employees' perception on the effectiveness of HPWSs as moderator]	there are positive associations between HPWSs and firm performance and between HPWSs and job satisfaction; job satisfaction has a mediating effect in the HR-Performance link; and employees' perceptions of the effectiveness of HR practices moderate these relationships.
51.	Fan, et al. (2014)	job security, job description clarity, performance appraisal, employee voice and communication.	employee outcomes involving subjective well-being (SWB) and workplace burnout	1488 physicians and nurses in 25 Chinese hospitals.	employees' organizational based self-esteem (OBSE) as moderator	HPWS is found to increase employees' SWB and decrease burnout. Such well-being-enhancing and burnout-relieving effects are stronger when employees have high OBSE. The positive effect of HPWS on SWB is also stronger when there is a collaborative relationship among employees in an organization.
52.	Bae et al. (2003)	HR flow, work system, reward system and	perceived financial	700 local firms and subsidiaries of MNCs in Korea,	-	HPWS in locally owned firms apparently has at least a marginally greater

		employee upward influence.	strength, profitability, growth rate and market share.	Taiwan, Singapore and Thailand.		impact on firm performance than when used in MNC subsidiaries.
53.		Manpower planning, recruitment and selection, evaluation, compensation, training and staffing	firm's annual reports, Business Today (BT) 500 database and the Centre for Monitoring Indian Economy (CMIE) database.	firms listed in the BT (Business Today) 500 Indian firms	-	There is a significant relationship between strategic HR orientation and firm performance.



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Appendix C Mediation Effects' Calculation

	ECR -> FP (b1)	ECR -> NFP (b2)	HPWS -> ECR	a*b1	a*b2
Sample 0	0.5769	0.5871	0.6005	0.34642845	0.35255355
Sample 1	0.5913	0.596	0.5991	0.35424783	0.3570636
Sample 2	0.6454	0.6459	0.6176	0.39859904	0.39890784
Sample 3	0.6098	0.6156	0.5912	0.36051376	0.36394272
Sample 4	0.6565	0.668	0.5932	0.3894358	0.3962576
Sample 5	0.6414	0.6401	0.6245	0.4005543	0.39974245
Sample 6	0.533	0.5178	0.6759	0.3602547	0.34998102
Sample 7	0.6978	0.7005	0.6107	0.42614646	0.42779535
Sample 8	0.7836	0.8007	0.6216	0.48708576	0.49771512
Sample 9	0.5564	0.5465	0.6963	0.38742132	0.38052795
Sample 10	0.6576	0.6591	0.6639	0.43658064	0.43757649
Sample 11	0.4792	0.475	0.6896	0.33045632	0.32756
Sample 12	0.5527	0.5246	0.5922	0.32730894	0.31066812
Sample 13	0.5987	0.6042	0.5769	0.34539003	0.34856298
Sample 14	0.6225	0.643	0.6019	0.37468275	0.3870217
Sample 15	0.5018	0.5186	0.67	0.336206	0.347462
Sample 16	0.5325	0.544	0.6406	0.3411195	0.3484864
Sample 17	0.5936	0.5818	0.6509	0.38637424	0.37869362
Sample 18	0.5965	0.5943	0.5653	0.33720145	0.33595779
Sample 19	0.5707	0.556	0.6525	0.37238175	0.36279
Sample 20	0.5986	0.625	0.6235	0.3732271	0.3896875

Sample 21	0.5207	0.5179	0.6243	0.32507301	0.32332497
Sample 22	0.5725	0.5711	0.5424	0.310524	0.30976464
Sample 23	0.567	0.5778	0.6004	0.3404268	0.34691112
Sample 24	0.6472	0.6334	0.6843	0.44287896	0.43343562
Sample 25	0.6112	0.6069	0.6488	0.39654656	0.39375672
Sample 26	0.6779	0.6743	0.5958	0.40389282	0.40174794
Sample 27	0.6353	0.6344	0.624	0.3964272	0.3958656
Sample 28	0.5169	0.5013	0.6923	0.35784987	0.34704999
Sample 29	0.605	0.6138	0.6229	0.3768545	0.38233602
Sample 30	0.5908	0.5886	0.6219	0.36741852	0.36605034
Sample 31	0.6632	0.6598	0.5632	0.37351424	0.37159936
Sample 32	0.5708	0.5726	0.6735	0.3844338	0.3856461
Sample 33	0.6267	0.652	0.6138	0.38466846	0.4001976
Sample 34	0.6514	0.6634	0.6089	0.39663746	0.40394426
Sample 35	0.5992	0.595	0.6247	0.37432024	0.3716965
Sample 36	0.5885	0.5788	0.6767	0.39823795	0.39167396
Sample 37	0.5583	0.5794	0.617	0.3444711	0.3574898
Sample 38	0.5978	0.6193	0.609	0.3640602	0.3771537
Sample 39	0.4103	0.4178	0.6203	0.25450909	0.25916134
Sample 40	0.6191	0.6222	0.6489	0.40173399	0.40374558
Sample 41	0.5539	0.5653	0.7094	0.39293666	0.40102382
Sample 42	0.6257	0.6049	0.6939	0.43417323	0.41974011
Sample 43	0.5981	0.589	0.6527	0.39037987	0.3844403
Sample 44	0.5163	0.5222	0.6284	0.32444292	0.32815048

Sample 45	0.6262	0.6266	0.6107	0.38242034	0.38266462
Sample 46	0.6182	0.6211	0.6522	0.40319004	0.40508142
Sample 47	0.6141	0.6013	0.586	0.3598626	0.3523618
Sample 48	0.5951	0.6258	0.6213	0.36973563	0.38880954
Sample 49	0.4598	0.454	0.6716	0.30880168	0.3049064
Sample 50	0.5563	0.5724	0.6095	0.33906485	0.3488778
Sample 51	0.5549	0.5525	0.6157	0.34165193	0.34017425
Sample 52	0.571	0.5822	0.6713	0.3833123	0.39083086
Sample 53	0.6367	0.6447	0.596	0.3794732	0.3842412
Sample 54	0.6166	0.6143	0.6274	0.38685484	0.38541182
Sample 55	0.6006	0.5965	0.6504	0.39063024	0.3879636
Sample 56	0.5949	0.6197	0.5855	0.34831395	0.36283435
Sample 57	0.5659	0.5834	0.6782	0.38379338	0.39566188
Sample 58	0.6251	0.6229	0.5927	0.37049677	0.36919283
Sample 59	0.5533	0.5485	0.6827	0.37773791	0.37446095
Sample 60	0.5815	0.5706	0.6035	0.35093525	0.3443571
Sample 61	0.5461	0.5651	0.6338	0.34611818	0.35816038
Sample 62	0.6263	0.6196	0.6401	0.40089463	0.39660596
Sample 63	0.6412	0.64	0.5793	0.37144716	0.370752
Sample 64	0.5267	0.52	0.7247	0.38169949	0.376844
Sample 65	0.5688	0.5665	0.654	0.3719952	0.370491
Sample 66	0.6204	0.6135	0.6053	0.37552812	0.37135155
Sample 67	0.5307	0.5297	0.655	0.3476085	0.3469535
Sample 68	0.565	0.5636	0.5634	0.318321	0.31753224

Sample 69	0.5587	0.5667	0.6215	0.34723205	0.35220405
Sample 70	0.582	0.6036	0.5913	0.3441366	0.35690868
Sample 71	0.5769	0.5919	0.5898	0.34025562	0.34910262
Sample 72	0.4912	0.512	0.6851	0.33652112	0.3507712
Sample 73	0.7325	0.7471	0.6192	0.453564	0.46260432
Sample 74	0.5318	0.541	0.6527	0.34710586	0.3531107
Sample 75	0.6218	0.6365	0.617	0.3836506	0.3927205
Sample 76	0.651	0.6309	0.6671	0.4342821	0.42087339
Sample 77	0.6047	0.612	0.6418	0.38809646	0.3927816
Sample 78	0.6284	0.6358	0.5384	0.33833056	0.34231472
Sample 79	0.4901	0.4829	0.6833	0.33488533	0.32996557
Sample 80	0.7251	0.7353	0.5763	0.41787513	0.42375339
Sample 81	0.6466	0.6589	0.5431	0.35116846	0.35784859
Sample 82	0.4888	0.4645	0.595	0.290836	0.2763775
Sample 83	0.5553	0.5484	0.5978	0.33195834	0.32783352
Sample 84	0.6137	0.611	0.6424	0.39424088	0.3925064
Sample 85	0.5514	0.5585	0.5983	0.32990262	0.33415055
Sample 86	0.596	0.617	0.6764	0.4031344	0.4173388
Sample 87	0.5004	0.4749	0.6594	0.32996376	0.31314906
Sample 88	0.6509	0.6417	0.597	0.3885873	0.3830949
Sample 89	0.5427	0.5783	0.6222	0.33766794	0.35981826
Sample 90	0.5652	0.5575	0.655	0.370206	0.3651625
Sample 91	0.5575	0.5777	0.6142	0.3424165	0.35482334
Sample 92	0.5435	0.5417	0.5889	0.32006715	0.31900713

Sample 93	0.5875	0.6001	0.6907	0.40578625	0.41448907
Sample 94	0.6502	0.6746	0.5566	0.36190132	0.37548236
Sample 95	0.5013	0.5121	0.731	0.3664503	0.3743451
Sample 96	0.6372	0.6311	0.5948	0.37900656	0.37537828
Sample 97	0.6556	0.6551	0.6255	0.4100778	0.40976505
Sample 98	0.6351	0.6482	0.5917	0.37578867	0.38353994
Sample 99	0.6479	0.6528	0.5875	0.38064125	0.38352
Sample 100	0.5098	0.499	0.6922	0.35288356	0.3454078
Sample 101	0.6418	0.6627	0.6472	0.41537296	0.42889944
Sample 102	0.6047	0.6185	0.6364	0.38483108	0.3936134
Sample 103	0.5462	0.5479	0.6319	0.34514378	0.34621801
Sample 104	0.5021	0.5236	0.6301	0.31637321	0.32992036
Sample 105	0.5609	0.549	0.6048	0.33923232	0.3320352
Sample 106	0.6562	0.6401	0.5421	0.35572602	0.34699821
Sample 107	0.6425	0.6674	0.6138	0.3943665	0.40965012
Sample 108	0.566	0.5528	0.6526	0.3693716	0.36075728
Sample 109	0.5865	0.5997	0.5163	0.30280995	0.30962511
Sample 110	0.5333	0.5323	0.6333	0.33773889	0.33710559
Sample 111	0.6096	0.6193	0.65	0.39624	0.402545
Sample 112	0.5301	0.5355	0.7094	0.37605294	0.3798837
Sample 113	0.6702	0.6871	0.6116	0.40989432	0.42023036
Sample 114	0.577	0.5863	0.6667	0.3846859	0.39088621
Sample 115	0.5996	0.59	0.7025	0.421219	0.414475
Sample 116	0.5488	0.545	0.6822	0.37439136	0.371799

Sample 117	0.4928	0.4735	0.604	0.2976512	0.285994
Sample 118	0.6446	0.648	0.6178	0.39823388	0.4003344
Sample 119	0.6171	0.6256	0.5977	0.36884067	0.37392112
Sample 120	0.5484	0.5619	0.651	0.3570084	0.3657969
Sample 121	0.5221	0.5201	0.7091	0.37022111	0.36880291
Sample 122	0.5444	0.5524	0.619	0.3369836	0.3419356
Sample 123	0.5573	0.5553	0.6003	0.33454719	0.33334659
Sample 124	0.6474	0.641	0.5417	0.35069658	0.3472297
Sample 125	0.5964	0.5985	0.6125	0.365295	0.36658125
Sample 126	0.5774	0.5704	0.6401	0.36959374	0.36511304
Sample 127	0.5487	0.5616	0.6188	0.33953556	0.34751808
Sample 128	0.5277	0.5255	0.6174	0.32580198	0.3244437
Sample 129	0.6262	0.6239	0.6292	0.39400504	0.39255788
Sample 130	0.4425	0.4188	0.5791	0.25625175	0.24252708
Sample 131	0.5944	0.6173	0.6362	0.37815728	0.39272626
Sample 132	0.5372	0.5431	0.6618	0.35551896	0.35942358
Sample 133	0.5287	0.5226	0.6725	0.35555075	0.3514485
Sample 134	0.6668	0.6542	0.5581	0.37214108	0.36510902
Sample 135	0.591	0.5919	0.6894	0.4074354	0.40805586
Sample 136	0.4519	0.4492	0.6476	0.29265044	0.29090192
Sample 137	0.6011	0.5833	0.6348	0.38157828	0.37027884
Sample 138	0.571	0.571	0.6789	0.3876519	0.3876519
Sample 139	0.5721	0.5601	0.6207	0.35510247	0.34765407
Sample 140	0.5698	0.5684	0.6508	0.37082584	0.36991472

Sample 141	0.5587	0.5648	0.546	0.3050502	0.3083808
Sample 142	0.5511	0.5374	0.638	0.3516018	0.3428612
Sample 143	0.5541	0.5693	0.624	0.3457584	0.3552432
Sample 144	0.4519	0.4338	0.6618	0.29906742	0.28708884
Sample 145	0.5306	0.5386	0.655	0.347543	0.352783
Sample 146	0.5985	0.5995	0.6072	0.3634092	0.3640164
Sample 147	0.5963	0.6043	0.6285	0.37477455	0.37980255
Sample 148	0.6128	0.6161	0.6316	0.38704448	0.38912876
Sample 149	0.5939	0.5961	0.6752	0.40100128	0.40248672
Sample 150	0.5047	0.4933	0.6493	0.32770171	0.32029969
Sample 151	0.6062	0.6278	0.5486	0.33256132	0.34441108
Sample 152	0.5828	0.5786	0.5638	0.32858264	0.32621468
Sample 153	0.6255	0.618	0.6344	0.3968172	0.3920592
Sample 154	0.5448	0.5377	0.6633	0.36136584	0.35665641
Sample 155	0.5017	0.5228	0.6294	0.31576998	0.32905032
Sample 156	0.5431	0.5739	0.6283	0.34122973	0.36058137
Sample 157	0.5947	0.5866	0.6038	0.35907986	0.35418908
Sample 158	0.6025	0.6162	0.6182	0.3724655	0.38093484
Sample 159	0.5639	0.5742	0.6774	0.38198586	0.38896308
Sample 160	0.6132	0.6041	0.6167	0.37816044	0.37254847
Sample 161	0.6087	0.6041	0.66	0.401742	0.398706
Sample 162	0.5632	0.5774	0.6497	0.36591104	0.37513678
Sample 163	0.6369	0.6348	0.6047	0.38513343	0.38386356
Sample 164	0.6593	0.6643	0.6151	0.40553543	0.40861093

Sample 165	0.5476	0.5515	0.6343	0.34734268	0.34981645
Sample 166	0.5407	0.5727	0.6174	0.33382818	0.35358498
Sample 167	0.6192	0.634	0.6031	0.37343952	0.3823654
Sample 168	0.5213	0.5199	0.6338	0.33039994	0.32951262
Sample 169	0.5345	0.5271	0.615	0.3287175	0.3241665
Sample 170	0.6312	0.6315	0.6618	0.41772816	0.4179267
Sample 171	0.5764	0.5806	0.6255	0.3605382	0.3631653
Sample 172	0.5992	0.605	0.6048	0.36239616	0.365904
Sample 173	0.5447	0.5382	0.6106	0.33259382	0.32862492
Sample 174	0.5611	0.5497	0.5739	0.32201529	0.31547283
Sample 175	0.5292	0.5253	0.6608	0.34969536	0.34711824
Sample 176	0.5604	0.5622	0.672	0.3765888	0.3777984
Sample 177	0.6264	0.6293	0.6541	0.40972824	0.41162513
Sample 178	0.557	0.5597	0.6267	0.3490719	0.35076399
Sample 179	0.5597	0.5584	0.5953	0.33318941	0.33241552
Sample 180	0.4264	0.4201	0.6	0.25584	0.25206
Sample 181	0.5983	0.6132	0.5795	0.34671485	0.3553494
Sample 182	0.6092	0.6134	0.5537	0.33731404	0.33963958
Sample 183	0.6319	0.6254	0.6703	0.42356257	0.41920562
Sample 184	0.5743	0.5818	0.6563	0.37691309	0.38183534
Sample 185	0.7019	0.7322	0.594	0.4169286	0.4349268
Sample 186	0.5924	0.5943	0.6201	0.36734724	0.36852543
Sample 187	0.611	0.6018	0.5836	0.3565796	0.35121048
Sample 188	0.5557	0.5657	0.531	0.2950767	0.3003867

Sample 189	0.5803	0.5874	0.6144	0.35653632	0.36089856
Sample 190	0.6299	0.627	0.6283	0.39576617	0.3939441
Sample 191	0.6183	0.6241	0.6123	0.37858509	0.38213643
Sample 192	0.4684	0.4873	0.67	0.313828	0.326491
Sample 193	0.5178	0.5173	0.6776	0.35086128	0.35052248
Sample 194	0.571	0.5423	0.6492	0.3706932	0.35206116
Sample 195	0.6652	0.6837	0.6237	0.41488524	0.42642369
Sample 196	0.4744	0.4937	0.6261	0.29702184	0.30910557
Sample 197	0.5819	0.5983	0.6383	0.37142677	0.38189489
Sample 198	0.463	0.4612	0.6741	0.3121083	0.31089492
Sample 199	0.5084	0.53	0.6365	0.3235966	0.337345
Sample 200	0.5373	0.524	0.5919	0.31802787	0.3101556
Sample 201	0.578	0.5746	0.6286	0.3633308	0.36119356
Sample 202	0.6191	0.6222	0.6954	0.43052214	0.43267788
Sample 203	0.5762	0.5795	0.6082	0.35044484	0.3524519
Sample 204	0.5995	0.6079	0.6553	0.39285235	0.39835687
Sample 205	0.5592	0.5588	0.6283	0.35134536	0.35109404
Sample 206	0.6027	0.5966	0.6358	0.38319666	0.37931828
Sample 207	0.5843	0.5723	0.6253	0.36536279	0.35785919
Sample 208	0.6501	0.6408	0.6515	0.42354015	0.4174812
Sample 209	0.53	0.5595	0.6599	0.349747	0.36921405
Sample 210	0.5852	0.5891	0.6811	0.39857972	0.40123601
Sample 211	0.6163	0.6377	0.5867	0.36158321	0.37413859
Sample 212	0.6681	0.685	0.5448	0.36398088	0.373188

Sample 213	0.6119	0.6334	0.6363	0.38935197	0.40303242
Sample 214	0.6136	0.5865	0.6403	0.39288808	0.37553595
Sample 215	0.6073	0.618	0.6148	0.37336804	0.3799464
Sample 216	0.5955	0.6053	0.6305	0.37546275	0.38164165
Sample 217	0.4921	0.4882	0.6557	0.32266997	0.32011274
Sample 218	0.4485	0.4617	0.6444	0.2890134	0.29751948
Sample 219	0.5638	0.5862	0.6058	0.34155004	0.35511996
Sample 220	0.5087	0.4989	0.6415	0.32633105	0.32004435
Sample 221	0.6309	0.6094	0.5507	0.34743663	0.33559658
Sample 222	0.5259	0.5124	0.5586	0.29376774	0.28622664
Sample 223	0.4909	0.4888	0.6387	0.31353783	0.31219656
Sample 224	0.6257	0.6189	0.6207	0.38837199	0.38415123
Sample 225	0.4602	0.4627	0.6636	0.30538872	0.30704772
Sample 226	0.5983	0.5849	0.6107	0.36538181	0.35719843
Sample 227	0.5676	0.5597	0.6298	0.35747448	0.35249906
Sample 228	0.5784	0.5932	0.6241	0.36097944	0.37021612
Sample 229	0.5455	0.5626	0.6548	0.3571934	0.36839048
Sample 230	0.666	0.6575	0.5287	0.3521142	0.34762025
Sample 231	0.5081	0.5259	0.7106	0.36105586	0.37370454
Sample 232	0.5408	0.5436	0.617	0.3336736	0.3354012
Sample 233	0.6193	0.6148	0.6332	0.39214076	0.38929136
Sample 234	0.5595	0.5949	0.6102	0.3414069	0.36300798
Sample 235	0.4812	0.483	0.6111	0.29406132	0.2951613
Sample 236	0.5926	0.5721	0.6806	0.40332356	0.38937126

Sample 237	0.5419	0.5119	0.5767	0.31251373	0.29521273
Sample 238	0.6002	0.6077	0.5935	0.3562187	0.36066995
Sample 239	0.5914	0.5982	0.665	0.393281	0.397803
Sample 240	0.5714	0.5619	0.6382	0.36466748	0.35860458
Sample 241	0.7156	0.725	0.6129	0.43859124	0.4443525
Sample 242	0.5739	0.5978	0.5761	0.33062379	0.34439258
Sample 243	0.5239	0.5269	0.6146	0.32198894	0.32383274
Sample 244	0.4218	0.4094	0.6497	0.27404346	0.26598718
Sample 245	0.5551	0.5713	0.6037	0.33511387	0.34489381
Sample 246	0.5955	0.5957	0.5668	0.3375294	0.33764276
Sample 247	0.6235	0.6377	0.5645	0.35196575	0.35998165
Sample 248	0.5879	0.5671	0.5472	0.32169888	0.31031712
Sample 249	0.6747	0.6819	0.6313	0.42593811	0.43048347
Sample 250	0.5086	0.5016	0.6292	0.32001112	0.31560672
Sample 251	0.6625	0.6662	0.6537	0.43307625	0.43549494
Sample 252	0.4828	0.4944	0.6536	0.31555808	0.32313984
Sample 253	0.5198	0.529	0.6005	0.3121399	0.3176645
Sample 254	0.5662	0.5764	0.657	0.3719934	0.3786948
Sample 255	0.5616	0.5615	0.6899	0.38744784	0.38737885
Sample 256	0.5238	0.5245	0.5863	0.30710394	0.30751435
Sample 257	0.5102	0.5195	0.6187	0.31566074	0.32141465
Sample 258	0.6005	0.5973	0.5949	0.35723745	0.35533377
Sample 259	0.5741	0.5652	0.6883	0.39515303	0.38902716
Sample 260	0.6934	0.6966	0.5532	0.38358888	0.38535912

Sample 261	0.552	0.5682	0.5934	0.3275568	0.33716988
Sample 262	0.5227	0.5169	0.5952	0.311111104	0.30765888
Sample 263	0.6561	0.653	0.6134	0.40245174	0.4005502
Sample 264	0.605	0.5988	0.54	0.3267	0.323352
Sample 265	0.624	0.6421	0.6344	0.3958656	0.40734824
Sample 266	0.5756	0.5712	0.5726	0.32958856	0.32706912
Sample 267	0.5994	0.6098	0.6183	0.37060902	0.37703934
Sample 268	0.5918	0.5934	0.601	0.3556718	0.3566334
Sample 269	0.6208	0.64	0.6064	0.37645312	0.388096
Sample 270	0.5496	0.5654	0.6489	0.35663544	0.36688806
Sample 271	0.6027	0.611	0.6113	0.36843051	0.3735043
Sample 272	0.7262	0.765	0.5482	0.39810284	0.419373
Sample 273	0.5978	0.5984	0.6829	0.40823762	0.40864736
Sample 274	0.5727	0.5762	0.6071	0.34768617	0.34981102
Sample 275	0.6301	0.6092	0.6704	0.42241904	0.40840768
Sample 276	0.6769	0.678	0.5246	0.35510174	0.3556788
Sample 277	0.5251	0.5107	0.6389	0.33548639	0.32628623
Sample 278	0.6165	0.604	0.6285	0.38747025	0.379614
Sample 279	0.6589	0.6312	0.6743	0.44429627	0.42561816
Sample 280	0.5449	0.5418	0.6613	0.36034237	0.35829234
Sample 281	0.4942	0.4771	0.7342	0.36284164	0.35028682
Sample 282	0.6077	0.6023	0.5967	0.36261459	0.35939241
Sample 283	0.5809	0.5862	0.6263	0.36381767	0.36713706
Sample 284	0.5441	0.557	0.6342	0.34506822	0.3532494

Sample 285	0.6259	0.6258	0.626	0.3918134	0.3917508
Sample 286	0.5326	0.5186	0.6427	0.34230202	0.33330422
Sample 287	0.6343	0.6576	0.6277	0.39815011	0.41277552
Sample 288	0.6168	0.6151	0.6295	0.3882756	0.38720545
Sample 289	0.6324	0.6479	0.5993	0.37899732	0.38828647
Sample 290	0.4979	0.5044	0.6329	0.31512091	0.31923476
Sample 291	0.603	0.6211	0.5596	0.3374388	0.34756756
Sample 292	0.5483	0.525	0.6095	0.33418885	0.3199875
Sample 293	0.5586	0.5562	0.5879	0.32840094	0.32698998
Sample 294	0.588	0.6048	0.5909	0.3474492	0.35737632
Sample 295	0.6456	0.6466	0.5823	0.37593288	0.37651518
Sample 296	0.6606	0.6687	0.5593	0.36947358	0.37400391
Sample 297	0.6566	0.6647	0.592	0.3887072	0.3935024
Sample 298	0.5947	0.6166	0.6217	0.36972499	0.38334022
Sample 299	0.6136	0.5949	0.6586	0.40411696	0.39180114
Sample 300	0.5412	0.5102	0.6953	0.37629636	0.35474206
Sample 301	0.6541	0.6618	0.6018	0.39363738	0.39827124
Sample 302	0.6471	0.6633	0.5911	0.38250081	0.39207663
Sample 303	0.5685	0.5403	0.65	0.369525	0.351195
Sample 304	0.6032	0.6087	0.6327	0.38164464	0.38512449
Sample 305	0.4527	0.4633	0.6984	0.31616568	0.32356872
Sample 306	0.5385	0.5005	0.635	0.3419475	0.3178175
Sample 307	0.6482	0.6601	0.6267	0.40622694	0.41368467
Sample 308	0.6467	0.6444	0.5565	0.35988855	0.3586086

Sample 309	0.5327	0.521	0.7123	0.37944221	0.3711083
Sample 310	0.5942	0.6141	0.6138	0.36471996	0.37693458
Sample 311	0.6775	0.6869	0.5597	0.37919675	0.38445793
Sample 312	0.6221	0.6243	0.6117	0.38053857	0.38188431
Sample 313	0.5888	0.5992	0.5993	0.35286784	0.35910056
Sample 314	0.589	0.5902	0.5747	0.3384983	0.33918794
Sample 315	0.5815	0.5824	0.6485	0.37710275	0.3776864
Sample 316	0.4807	0.5027	0.604	0.2903428	0.3036308
Sample 317	0.5831	0.5762	0.5814	0.33901434	0.33500268
Sample 318	0.6121	0.604	0.6156	0.37680876	0.3718224
Sample 319	0.5991	0.5888	0.6271	0.37569561	0.36923648
Sample 320	0.6034	0.59	0.6216	0.37507344	0.366744
Sample 321	0.4508	0.4617	0.7112	0.32060896	0.32836104
Sample 322	0.5674	0.5739	0.6616	0.37539184	0.37969224
Sample 323	0.6076	0.6031	0.6137	0.37288412	0.37012247
Sample 324	0.5685	0.5732	0.6669	0.37913265	0.38226708
Sample 325	0.6116	0.6188	0.5867	0.35882572	0.36304996
Sample 326	0.6013	0.6021	0.6349	0.38176537	0.38227329
Sample 327	0.5454	0.5414	0.6537	0.35652798	0.35391318
Sample 328	0.646	0.6338	0.6094	0.3936724	0.38623772
Sample 329	0.6396	0.6231	0.6333	0.40505868	0.39460923
Sample 330	0.6177	0.6188	0.6265	0.38698905	0.3876782
Sample 331	0.6303	0.6455	0.6018	0.37931454	0.3884619
Sample 332	0.626	0.6343	0.6054	0.3789804	0.38400522

Sample 333	0.5943	0.5951	0.6145	0.36519735	0.36568895
Sample 334	0.608	0.6209	0.6201	0.3770208	0.38502009
Sample 335	0.5579	0.5755	0.6187	0.34517273	0.35606185
Sample 336	0.6671	0.6543	0.649	0.4329479	0.4246407
Sample 337	0.683	0.6747	0.6392	0.4365736	0.43126824
Sample 338	0.6943	0.7149	0.6224	0.43213232	0.44495376
Sample 339	0.6564	0.6728	0.6003	0.39403692	0.40388184
Sample 340	0.5811	0.5621	0.6149	0.35731839	0.34563529
Sample 341	0.6375	0.6485	0.6426	0.4096575	0.4167261
Sample 342	0.5196	0.5346	0.595	0.309162	0.318087
Sample 343	0.5883	0.5659	0.6393	0.37610019	0.36177987
Sample 344	0.6873	0.7151	0.63	0.432999	0.450513
Sample 345	0.5765	0.5702	0.6423	0.37028595	0.36623946
Sample 346	0.4426	0.4484	0.6684	0.29583384	0.29971056
Sample 347	0.5644	0.5926	0.6226	0.35139544	0.36895276
Sample 348	0.6195	0.6231	0.5516	0.3417162	0.34370196
Sample 349	0.6206	0.6288	0.6412	0.39792872	0.40318656
Sample 350	0.5991	0.59	0.6517	0.39043347	0.384503
Sample 351	0.5203	0.522	0.6782	0.35286746	0.3540204
Sample 352	0.6202	0.6018	0.5924	0.36740648	0.35650632
Sample 353	0.497	0.4703	0.6753	0.3356241	0.31759359
Sample 354	0.5844	0.571	0.6668	0.38967792	0.3807428
Sample 355	0.5957	0.6016	0.6119	0.36450883	0.36811904
Sample 356	0.5886	0.5918	0.6504	0.38282544	0.38490672

Sample 357	0.6144	0.6218	0.5812	0.35708928	0.36139016
Sample 358	0.522	0.5043	0.6375	0.332775	0.32149125
Sample 359	0.5999	0.604	0.6093	0.36551907	0.3680172
Sample 360	0.6304	0.6234	0.6519	0.41095776	0.40639446
Sample 361	0.6245	0.6274	0.6234	0.3893133	0.39112116
Sample 362	0.3808	0.4042	0.681	0.2593248	0.2752602
Sample 363	0.6038	0.6075	0.6343	0.38299034	0.38533725
Sample 364	0.5839	0.5803	0.6849	0.39991311	0.39744747
Sample 365	0.5529	0.5603	0.6211	0.34340619	0.34800233
Sample 366	0.5388	0.5551	0.5727	0.30857076	0.31790577
Sample 367	0.5799	0.584	0.6124	0.35513076	0.3576416
Sample 368	0.5675	0.5781	0.4992	0.283296	0.28858752
Sample 369	0.5471	0.5496	0.6432	0.35189472	0.35350272
Sample 370	0.5856	0.5883	0.6306	0.36927936	0.37098198
Sample 371	0.4789	0.4775	0.6305	0.30194645	0.30106375
Sample 372	0.576	0.5672	0.6291	0.3623616	0.35682552
Sample 373	0.6241	0.6287	0.648	0.4044168	0.4073976
Sample 374	0.4715	0.4737	0.6624	0.3123216	0.31377888
Sample 375	0.6054	0.6304	0.5766	0.34907364	0.36348864
Sample 376	0.6316	0.6452	0.6367	0.40213972	0.41079884
Sample 377	0.6594	0.6781	0.6868	0.45287592	0.46571908
Sample 378	0.6254	0.6285	0.577	0.3608558	0.3626445
Sample 379	0.5144	0.4804	0.6286	0.32335184	0.30197944
Sample 380	0.5983	0.6116	0.5788	0.34629604	0.35399408

Sample 381	0.5486	0.5202	0.7007	0.38440402	0.36450414
Sample 382	0.6621	0.6693	0.6271	0.41520291	0.41971803
Sample 383	0.5524	0.5246	0.6393	0.35314932	0.33537678
Sample 384	0.5731	0.5597	0.5957	0.34139567	0.33341329
Sample 385	0.5706	0.5635	0.6634	0.37853604	0.3738259
Sample 386	0.6108	0.6198	0.5459	0.33343572	0.33834882
Sample 387	0.424	0.4158	0.6909	0.2929416	0.28727622
Sample 388	0.5533	0.5359	0.6954	0.38476482	0.37266486
Sample 389	0.61	0.6296	0.6013	0.366793	0.37857848
Sample 390	0.5728	0.5552	0.6214	0.35593792	0.34500128
Sample 391	0.5507	0.567	0.6241	0.34369187	0.3538647
Sample 392	0.5479	0.5389	0.6653	0.36451787	0.35853017
Sample 393	0.5675	0.5952	0.6411	0.36382425	0.38158272
Sample 394	0.6143	0.5945	0.6745	0.41434535	0.40099025
Sample 395	0.5887	0.5887	0.5675	0.33408725	0.33408725
Sample 396	0.5995	0.5783	0.63	0.377685	0.364329
Sample 397	0.5479	0.5906	0.5825	0.31915175	0.3440245
Sample 398	0.5483	0.5603	0.614	0.3366562	0.3440242
Sample 399	0.5973	0.6108	0.6037	0.36059001	0.36873996
Sample 400	0.4185	0.4174	0.6783	0.28386855	0.28312242
Sample 401	0.5324	0.5337	0.6666	0.35489784	0.35576442
Sample 402	0.5176	0.5354	0.6682	0.34586032	0.35775428
Sample 403	0.5344	0.5308	0.5822	0.31112768	0.30903176
Sample 404	0.6374	0.6402	0.6293	0.40111582	0.40287786

Sample 405	0.5523	0.5506	0.6498	0.35888454	0.35777988
Sample 406	0.6617	0.6611	0.6233	0.41243761	0.41206363
Sample 407	0.6757	0.693	0.5776	0.39028432	0.4002768
Sample 408	0.5401	0.5094	0.6342	0.34253142	0.32306148
Sample 409	0.617	0.6259	0.5852	0.3610684	0.36627668
Sample 410	0.5876	0.5767	0.6417	0.37706292	0.37006839
Sample 411	0.5853	0.6086	0.6128	0.35867184	0.37295008
Sample 412	0.4817	0.5066	0.5989	0.28849013	0.30340274
Sample 413	0.565	0.5761	0.6572	0.371318	0.37861292
Sample 414	0.6443	0.6468	0.5688	0.36647784	0.36789984
Sample 415	0.5691	0.5456	0.5903	0.33593973	0.32206768
Sample 416	0.5416	0.5366	0.6886	0.37294576	0.36950276
Sample 417	0.6478	0.664	0.5818	0.37689004	0.3863152
Sample 418	0.5527	0.5593	0.5512	0.30464824	0.30828616
Sample 419	0.5807	0.5993	0.6876	0.39928932	0.41207868
Sample 420	0.5712	0.5537	0.6534	0.37322208	0.36178758
Sample 421	0.6875	0.672	0.6111	0.42013125	0.4106592
Sample 422	0.545	0.5284	0.6366	0.346947	0.33637944
Sample 423	0.5699	0.5809	0.6369	0.36296931	0.36997521
Sample 424	0.7074	0.7046	0.5346	0.37817604	0.37667916
Sample 425	0.6289	0.631	0.5637	0.35451093	0.3556947
Sample 426	0.7001	0.7142	0.5305	0.37140305	0.3788831
Sample 427	0.6316	0.659	0.6308	0.39841328	0.4156972
Sample 428	0.6213	0.6237	0.6341	0.39396633	0.39548817

Sample 429	0.6586	0.6542	0.5867	0.38640062	0.38381914
Sample 430	0.57	0.5847	0.5756	0.328092	0.33655332
Sample 431	0.5627	0.573	0.6559	0.36907493	0.3758307
Sample 432	0.6546	0.6458	0.5724	0.37469304	0.36965592
Sample 433	0.6531	0.6611	0.5824	0.38036544	0.38502464
Sample 434	0.6327	0.6526	0.5586	0.35342622	0.36454236
Sample 435	0.5372	0.5535	0.6889	0.37007708	0.38130615
Sample 436	0.453	0.4795	0.5875	0.2661375	0.28170625
Sample 437	0.658	0.6561	0.58	0.38164	0.380538
Sample 438	0.6032	0.6154	0.5404	0.32596928	0.33256216
Sample 439	0.5981	0.601	0.5846	0.34964926	0.3513446
Sample 440	0.6078	0.6085	0.5437	0.33046086	0.33084145
Sample 441	0.5796	0.5897	0.5739	0.33263244	0.33842883
Sample 442	0.5789	0.5823	0.6621	0.38328969	0.38554083
Sample 443	0.6351	0.6455	0.593	0.3766143	0.3827815
Sample 444	0.6407	0.6487	0.6202	0.39736214	0.40232374
Sample 445	0.5642	0.5701	0.6594	0.37203348	0.37592394
Sample 446	0.6079	0.6222	0.5752	0.34966408	0.35788944
Sample 447	0.5356	0.5498	0.6264	0.33549984	0.34439472
Sample 448	0.6058	0.6001	0.6331	0.38353198	0.37992331
Sample 449	0.5681	0.5526	0.6319	0.35898239	0.34918794
Sample 450	0.6876	0.6946	0.6329	0.43518204	0.43961234
Sample 451	0.6733	0.6925	0.6032	0.40613456	0.417716
Sample 452	0.6494	0.6526	0.5645	0.3665863	0.3683927

Sample 453	0.5645	0.5699	0.6161	0.34778845	0.35111539
Sample 454	0.6519	0.6471	0.5978	0.38970582	0.38683638
Sample 455	0.6469	0.6663	0.646	0.4178974	0.4304298
Sample 456	0.498	0.4907	0.6512	0.3242976	0.31954384
Sample 457	0.572	0.5797	0.6132	0.3507504	0.35547204
Sample 458	0.6584	0.6679	0.5912	0.38924608	0.39486248
Sample 459	0.6752	0.6689	0.5755	0.3885776	0.38495195
Sample 460	0.5925	0.6032	0.6119	0.36255075	0.36909808
Sample 461	0.4753	0.4626	0.6663	0.31669239	0.30823038
Sample 462	0.5912	0.5874	0.6018	0.35578416	0.35349732
Sample 463	0.5352	0.5456	0.655	0.350556	0.357368
Sample 464	0.6086	0.6087	0.6472	0.39388592	0.39395064
Sample 465	0.6004	0.6254	0.6672	0.40058688	0.41726688
Sample 466	0.6145	0.6082	0.6237	0.38326365	0.37933434
Sample 467	0.6171	0.6209	0.6695	0.41314845	0.41569255
Sample 468	0.5162	0.5245	0.5711	0.29480182	0.29954195
Sample 469	0.5832	0.5626	0.6215	0.3624588	0.3496559
Sample 470	0.6445	0.6641	0.5953	0.38367085	0.39533873
Sample 471	0.5623	0.5473	0.6535	0.36746305	0.35766055
Sample 472	0.562	0.5648	0.5509	0.3096058	0.31114832
Sample 473	0.5996	0.6207	0.5998	0.35964008	0.37229586
Sample 474	0.5676	0.5794	0.6463	0.36683988	0.37446622
Sample 475	0.5656	0.5608	0.6995	0.3956372	0.3922796
Sample 476	0.544	0.5682	0.6344	0.3451136	0.36046608

Sample 477	0.5146	0.5206	0.5975	0.3074735	0.3110585
Sample 478	0.6453	0.6309	0.5748	0.37091844	0.36264132
Sample 479	0.5969	0.6115	0.6692	0.39944548	0.4092158
Sample 480	0.5016	0.5026	0.6751	0.33863016	0.33930526
Sample 481	0.6151	0.5953	0.6719	0.41328569	0.39998207
Sample 482	0.6351	0.6609	0.5912	0.37547112	0.39072408
Sample 483	0.4933	0.4933	0.6572	0.32419676	0.32419676
Sample 484	0.719	0.7166	0.5797	0.4168043	0.41541302
Sample 485	0.6046	0.6139	0.5082	0.30725772	0.31198398
Sample 486	0.6442	0.6371	0.5873	0.37833866	0.37416883
Sample 487	0.6219	0.6254	0.592	0.3681648	0.3702368
Sample 488	0.5486	0.5539	0.6947	0.38111242	0.38479433
Sample 489	0.6557	0.6738	0.5999	0.39335443	0.40421262
Sample 490	0.5737	0.5608	0.6462	0.37072494	0.36238896
Sample 491	0.542	0.5486	0.6038	0.3272596	0.33124468
Sample 492	0.6149	0.6094	0.6238	0.38357462	0.38014372
Sample 493	0.6259	0.652	0.6574	0.41146666	0.4286248
Sample 494	0.7344	0.7316	0.5437	0.39929328	0.39777092
Sample 495	0.4668	0.4598	0.6521	0.30440028	0.29983558
Sample 496	0.6158	0.6297	0.5905	0.3636299	0.37183785
Sample 497	0.5726	0.5863	0.5931	0.33960906	0.34773453
Sample 498	0.666	0.647	0.6304	0.4198464	0.4078688
Sample 499	0.6342	0.6388	0.6358	0.40322436	0.40614904
			AVE	0.363446962	0.364974964

			STDEV	0.035007002	0.035877972
			Tstat	10.38212181	10.17267552
			Pvalue	0.000	0.000



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Appendix D Publications from the Ph.D. research

1. Ismail, A.I., Abdul-Halim, A.M., & Joarder, M. H. R. (2016a). Addressing and Unravelling the Emerging HPWS Research Problems. *Journal of Advanced Research in Business and Management Studies*,4(1). 22-42.
2. Ismail, A.I., Abdul-Halim, A.M., & Joarder, M. H. R. (2016b). High Performance WorkSystem-SMEs Performance Nexus: A Conceptual Model. *International Journal of Entrepreneurship and Small & Medium Enterprise (IJESME)*, special issue, 115-130.
3. Ismail, A.I., Abdul-Halim, A.M., & Joarder, M. H. R. (2017). Filling up the HRM 'Black Box'; do creativity and management philosophy matter? *Management Science Letters*, 163-176.

Conference Paper

1. Ismail, A.I., Abdul-Halim, A.M., & Joarder, M. H. R. (2016). High Performance Work System-SMEs Performance Nexus: A Conceptual Model. In *Proc. Conf. on Economics, Business, and Social Sciences, Malaysia, 2016*, 1, 93-108.